

**Convention & Visitor Bureaus Report** (Owner names listed are the reporting representatives of the stakeholder groups/organizations using this on-line reporting system)

**\*\*Flathead CVB's Diane Medler is a very new reporter who just received reporting training. Butte CVB's Sara Rowe and the Great Falls CVB's Sarah Converse are no longer with those CVBs. The Havre CVB is the newest addition to this group and has not yet been added to the Strategic Plan reporting system\*\***

**FY 2011 Q2 (Oct-Dec 2010) Plan Status 1.0: Turning the Montana Tourism and recreation Vision into reality**  
**Report Settings**

Display Depth: \* Show All \*      Status Filter: \* Show All \*  
 Showing Tactics: Yes      Tag Filter: Responsible Partner: CVB

**Review Status Symbols Legend**

**First Column:**

Strategy Status: ★ Ahead of Plan   ○ On Track   ✕ Behind Plan   ● Off Track   ➡ Change

Tactic Start Status:   ○ Started on Time   ✕ Started Late   ● Incomplete

**Second Column:**

Strategy Trend:   ↑ Getting Better   ➡ Staying the Same   ↓ Getting Worse

Tactic Current Status:   ○ On Track   ✕ Behind Plan   ● Off Track

**Third Column:**

Strategy Future Concern:   L Low Concern   M Medium Concern   H High Concern

Tactic Final Status:   ○ Completed on Time   ✕ Completed Late   ● Incomplete

✓ Completed   ⏸ On Hold   ✕ Cancelled

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.8: Big Sky CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marne Hayes	?	?	?
1.1.1.1.8.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Marne Hayes	?	?	
1.1.1.1.9: Billings CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Joan Kronebusch	?	?	?
1.1.1.1.9.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Joan Kronebusch			✓
1.1.1.1.9.4: With the creation of the Billings TBID we have more funds for public and private partnerships.	Tactic	Joan Kronebusch	?	?	✓
1.1.1.1.10: Bozeman CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Cyndy Andrus	○	↑	H
1.1.1.1.11: Butte CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Sara Rowe	?	?	?
1.1.1.1.11.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Sara Rowe	?	?	
1.1.1.1.11.4: Philipsburgh, Gold West and the Butte CVB is cooping on a television campaign to 1.2 mil. households in Spokane, Id, NW Mt and Wash. Arranging the coop and production started in 11/08 with the ads running 7/09 to 7/10.	Tactic	Sara Rowe	?	?	
1.1.1.1.11.5: I approached the local attractions about joining forces to sell one ticket to all attractions. It is called the Adventure pass. The att. all offered a discount of at least 30% and the CVB put it together. printing the passes and marketing them.	Tactic	Sara Rowe			✓
1.1.1.1.12: Flathead CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Diane Medler	?	?	?
1.1.1.1.12.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Diane Medler			✓
1.1.1.1.13: Great Falls CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Sarah Converse	?	?	?
1.1.1.1.13.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Sarah Converse			✕
1.1.1.1.14: Helena CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Mike Mergenthaler	○	➡	L
1.1.1.1.14.1: Leverage public and private marketing investments to expand Montana's reach, penetrate	Tactic	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
new markets, and improve marketing effectiveness with a consistent message and brand.					
1.1.1.1.15: Miles City CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		John Laney	?	?	?
1.1.1.1.15.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	John Laney		?	
1.1.1.1.16: Missoula CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		Barbara Ann Neilan	?	?	?
1.1.1.1.16.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.1.1.17: West Yellowstone CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		Marysue Costello	?	?	?
1.1.1.1.17.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Marysue Costello			✓
1.1.1.1.17.2: Expand public-private partnerships for product development and maintenance	<i>Tactic</i>	Marysue Costello			
1.1.1.1.17.3: Garner private support to maintain & expand cross country ski, snowshoe & snowmobile trail systems.	<i>Tactic</i>	Marysue Costello			
1.1.1.1.18: Whitefish CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		Jan Metzmaker	?	?	?
1.1.1.1.18.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	<i>Tactic</i>	Jan Metzmaker		?	
1.1.1.2.8: Big Sky CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Marne Hayes	?	?	?
1.1.1.2.8.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Marne Hayes		?	
1.1.1.2.8.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Marne Hayes	?	?	✗
1.1.1.2.9: Billings CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Joan Kronebusch	?	?	?
1.1.1.2.9.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.1.2.9.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.1.2.10: Bozeman CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Cyndy Andrus		→	H
1.1.1.2.10.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.2.10.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.2.10.3: Increase nonresident visitation in winter season (Q1) by 15% by 2012.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.2.11: Butte CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Sara Rowe	?	?	?
1.1.1.2.11.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.2.11.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.2.11.5: Joint Venture with Travel MT with madden winter insert. then market to the leads generated from this insert.	<i>Tactic</i>	Sara Rowe			✓
1.1.1.2.12: Flathead CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Diane Medler	?	?	?
1.1.1.2.12.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Diane Medler	?	?	✓
1.1.1.2.12.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Diane Medler	?	?	✓
1.1.1.2.13: Great Falls CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Sarah Converse	?	?	?
1.1.1.2.13.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.1.2.13.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.1.2.14: Helena CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Mike Mergenthaler	?	?	?
1.1.1.2.14.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.2.14.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.2.15: Miles City CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		John Laney	?	?	?
1.1.1.2.15.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	<i>Tactic</i>	John Laney	?	?	
1.1.1.2.15.2: Encourage businesses and communities to create packages/events highlighting unique	<i>Tactic</i>	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
winter experiences, and list them on Montana's winter web site: www.wintermt.com.					
1.1.1.2.16: Missoula CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Barbara Ann Neilan	?	?	?
1.1.1.2.16.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.2.16.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.2.17: West Yellowstone CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Marysue Costello	?	?	?
1.1.1.2.17.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Marysue Costello	?	?	
1.1.1.2.17.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Marysue Costello	?	?	
1.1.1.2.18: Whitefish CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Jan Metzmaker	?	?	?
1.1.1.2.18.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Jan Metzmaker			✓
1.1.1.2.18.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Jan Metzmaker	?	?	✓
1.1.1.3.7: Big Sky CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Marne Hayes	?	?	?
1.1.1.3.7.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Marne Hayes	?	?	
1.1.1.3.7.2: Report bookings received by Montana industry participants.	Tactic	Marne Hayes	?	?	
1.1.1.3.8: Billings CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Joan Kronebusch	?	?	?
1.1.1.3.8.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Joan Kronebusch	?	?	✓
1.1.1.3.8.2: Report bookings received by Montana industry participants.	Tactic	Joan Kronebusch	?	?	✗
1.1.1.3.9: Bozeman CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Cyndy Andrus		→	L
1.1.1.3.9.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Cyndy Andrus			✓
1.1.1.3.9.2: Report bookings received by Montana industry participants.	Tactic	Cyndy Andrus			✓
1.1.1.3.10: Butte CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Sara Rowe	?	?	?
1.1.1.3.10.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Sara Rowe	?	?	
1.1.1.3.10.2: Report bookings received by Montana industry participants.	Tactic	Sara Rowe	?	?	
1.1.1.3.11: Flathead CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Diane Medler	?	?	?
1.1.1.3.11.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Diane Medler	?	?	✓
1.1.1.3.11.2: Report bookings received by Montana industry participants.	Tactic	Diane Medler	?	?	✗
1.1.1.3.12: Great Falls CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Sarah Converse	?	?	?
1.1.1.3.12.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Sarah Converse	?	?	
1.1.1.3.12.2: Report bookings received by Montana industry participants.	Tactic	Sarah Converse	?	?	
1.1.1.3.13: Helena CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Mike Mergenthaler	?	?	?
1.1.1.3.13.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Mike Mergenthaler	?	?	
1.1.1.3.13.2: Report bookings received by Montana industry participants.	Tactic	Mike Mergenthaler	?	?	
1.1.1.3.14: Miles City CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		John Laney	?	?	?
1.1.1.3.14.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	John Laney	?	?	
1.1.1.3.14.2: Report bookings received by Montana industry participants.	Tactic	John Laney	?	?	
1.1.1.3.15: Missoula CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Barbara Ann Neilan	?	?	?
1.1.1.3.15.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.3.15.2: Report bookings received by Montana industry participants.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.3.16: West Yellowstone CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Marysue Costello	?	?	?
1.1.1.3.16.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Marysue Costello	?	?	
1.1.1.3.16.2: Report bookings received by Montana industry participants.	Tactic	Marysue Costello	?	?	
1.1.1.3.17: Whitefish CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Jan Metzmaker	?	?	?
1.1.1.3.17.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Jan Metzmaker	?	?	
1.1.1.3.17.2: Report bookings received by Montana industry participants.	Tactic	Jan Metzmaker	?	?	✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.8: Big Sky CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Marne Hayes	?	?	?
1.1.1.5.8.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.5.8.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.5.8.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.1.5.8.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Marne Hayes	?	?	✓
1.1.1.5.8.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Marne Hayes	?	?	✗
1.1.1.5.9: Billings CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Joan Kronebusch	?	?	?
1.1.1.5.9.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.1.5.9.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.1.5.9.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.1.5.9.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.1.5.9.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.1.5.10: Bozeman CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Cyndy Andrus		→	H
1.1.1.5.10.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.5.10.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.5.10.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.5.10.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Cyndy Andrus			
1.1.1.5.10.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Cyndy Andrus			
1.1.1.5.11: Butte CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Sara Rowe	?	?	?
1.1.1.5.11.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.11.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.1.5.12: Flathead CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Diane Medler	?	?	?
1.1.1.5.12.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Diane Medler	?	?	✓
1.1.1.5.12.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.1.5.12.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.1.5.12.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.1.5.12.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.1.5.13: Great Falls CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Sarah Converse	?	?	?
1.1.1.5.13.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Sarah Converse		?	
1.1.1.5.13.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	<i>Tactic</i>	Sarah Converse	?	?	✗
1.1.1.5.13.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	<i>Tactic</i>	Sarah Converse	?	?	✗
1.1.1.5.13.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	<i>Tactic</i>	Sarah Converse		?	
1.1.1.5.13.5: Report results of research to Strategic Plan stakeholders.	<i>Tactic</i>	Sarah Converse		?	
1.1.1.5.14: Helena CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Mike Mergenthaler	?	?	?
1.1.1.5.14.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.1.5.14.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other	<i>Tactic</i>	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.					
1.1.1.5.14.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.5: Report results of research to Strategic Plan stakeholders	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.15: Miles City CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		John Laney	?	?	?
1.1.1.5.15.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	John Laney	?	?	
1.1.1.5.15.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	John Laney	?	?	
1.1.1.5.15.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	John Laney	?	?	
1.1.1.5.15.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	John Laney	?	?	
1.1.1.5.15.5: Report results of research to Strategic Plan stakeholders	Tactic	John Laney	?	?	
1.1.1.5.16: Missoula CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Barbara Ann Neilan	?	?	?
1.1.1.5.16.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.5: Report results of research to Strategic Plan stakeholders.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.17: West Yellowstone CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Marysue Costello	?	?	?
1.1.1.5.17.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Marysue Costello	?	?	
1.1.1.5.17.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Marysue Costello	?	?	
1.1.1.5.17.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Marysue Costello	?	?	
1.1.1.5.17.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Marysue Costello	?	?	
1.1.1.5.17.5: Report results of research to Strategic Plan stakeholders.	Tactic	Marysue Costello	?	?	
1.1.1.5.18: Whitefish CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Jan Metzmaker	?	?	?
1.1.1.5.18.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Jan Metzmaker	?	?	✓
1.1.1.5.18.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Jan Metzmaker	?	?	✗
1.1.1.5.18.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Jan Metzmaker	?	?	✓
1.1.1.5.18.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Jan Metzmaker	?	?	✗
1.1.1.5.18.5: Report results of research to Strategic Plan stakeholders.	Tactic	Jan Metzmaker	?	?	✗
1.1.2.1.1: Big Sky CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Marne Hayes	?	?	?
1.1.2.1.1.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Marne Hayes	?	?	
1.1.2.1.1.2: Update appropriate listings on Montanameetings.com.	Tactic	Marne Hayes	?	?	
1.1.2.1.1.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Marne Hayes	?	?	
1.1.2.1.2: Billings CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Joan Kronebusch	?	?	?
1.1.2.1.2.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Joan Kronebusch	?	?	✓
1.1.2.1.2.2: Update appropriate listings on montanameetings.com.	Tactic	Joan Kronebusch	?	?	✗
1.1.2.1.2.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Joan Kronebusch	?	?	✗
1.1.2.1.3: Bozeman CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Cyndy Andrus		→	H
1.1.2.1.3.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Cyndy Andrus	●	●	
1.1.2.1.3.2: Update appropriate listings on montanameetings.com.	Tactic	Cyndy Andrus	●	●	✗



Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.1.3.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Cyndy Andrus			
1.1.2.1.4: Butte CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Sara Rowe	?	?	?
1.1.2.1.4.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.1.4.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.1.4.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.1.5: Flathead CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Diane Medler	?	?	?
1.1.2.1.5.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Diane Medler	?	?	
1.1.2.1.5.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Diane Medler	?	?	
1.1.2.1.5.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Diane Medler	?	?	
1.1.2.1.6: Great Falls CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Sarah Converse	?	?	?
1.1.2.1.6.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.1.6.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.1.6.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.1.7: Helena CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Mike Mergenthaler	?	?	?
1.1.2.1.7.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.7.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.7.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.1.8: Miles City CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		John Laney	?	?	?
1.1.2.1.8.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.8.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.8.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	John Laney	?	?	
1.1.2.1.9: Missoula CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Barbara Ann Neilan	?	?	?
1.1.2.1.9.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.10: West Yellowstone CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to MT, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Marysue Costello	?	?	?
1.1.2.1.10.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.1.10.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.1.10.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.1.11: Whitefish CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Jan Metzmaker	?	?	?
1.1.2.1.11.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.1.11.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.1.11.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.2.8: Big Sky CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Marne Hayes	?	?	?
1.1.2.2.8.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.2.8.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.2.9: Billings CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Joan Kronebusch	?	?	?
1.1.2.2.9.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Joan Kronebusch	?	?	















Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.2.9.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.2.2.10: Bozeman CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Cyndy Andrus	○	↑	M
1.1.2.2.10.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Cyndy Andrus	●	○	
1.1.2.2.10.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Cyndy Andrus	●	○	
1.1.2.2.11: Butte CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Sara Rowe	?	?	?
1.1.2.2.11.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Sara Rowe	?	?	✓
1.1.2.2.11.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Sara Rowe	○	?	
1.1.2.2.12: Flathead CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Diane Medler	?	?	?
1.1.2.2.12.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.2.2.12.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.2.2.13: Great Falls CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Sarah Converse	?	?	?
1.1.2.2.13.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.2.13.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.2.14: Helena CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Mike Mergenthaler	?	?	?
1.1.2.2.14.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.14.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.15: Miles City CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	John Laney	?	?	?
1.1.2.2.15.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	John Laney	?	?	
1.1.2.2.15.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	John Laney	?	?	
1.1.2.2.16: Missoula CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Barbara Ann Neilan	?	?	?
1.1.2.2.16.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.16.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.17: West Yellowstone CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Marysue Costello	?	?	?
1.1.2.2.17.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.2.17.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.2.18: Whitefish CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.	○	Jan Metzmaker	?	?	?
1.1.2.2.18.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.1.2.2.18.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.1.2.4.8: Big Sky CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Marne Hayes	?	?	?
1.1.2.4.8.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.8.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.8.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.9: Billings CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.	○	Joan Kronebusch	?	?	?
1.1.2.4.9.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.2.4.9.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.2.4.9.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.2.4.10: Bozeman CVB target travel media to increase the visibility of Montana as a leisure travel	○	Cyndy Andrus	★	→	L

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
destination. Proactively pitch Montana press releases and story ideas to travel media.					
1.1.2.4.10.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Cyndy Andrus			
1.1.2.4.10.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Cyndy Andrus			
1.1.2.4.10.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Cyndy Andrus			
1.1.2.4.11: Butte CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Sara Rowe	?	?	?
1.1.2.4.11.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.4.11.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.4.11.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.4.12: Flathead CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Diane Medler	?	?	?
1.1.2.4.12.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Diane Medler	?	?	
1.1.2.4.12.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Diane Medler	?	?	
1.1.2.4.12.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Diane Medler	?	?	
1.1.2.4.13: Great Falls CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Sarah Converse	?	?	?
1.1.2.4.13.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.4.13.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.4.13.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.4.14: Helena CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Mike Mergenthaler	?	?	?
1.1.2.4.14.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.4.14.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.4.14.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.4.15: Miles City CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		John Laney	?	?	?
1.1.2.4.15.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	John Laney	?	?	
1.1.2.4.15.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	John Laney	?	?	
1.1.2.4.15.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	John Laney	?	?	
1.1.2.4.16: Missoula CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Barbara Ann Neilan	?	?	?
1.1.2.4.16.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.4.16.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.4.16.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.4.17: West Yellowstone CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Marysue Costello	?	?	?
1.1.2.4.17.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.4.17.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.4.17.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.4.18: Whitefish CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Jan Metzmaker	?	?	?
1.1.2.4.18.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.4.18.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.4.18.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.1.2.5.8: Big Sky CVB to target tour operators to bring group tours and packaged vacations to Montana.		Marne Hayes	?	?	?
1.1.2.5.8.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.5.8.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.5.9: Billings CVB to target tour operators to bring group tours and packaged vacations to Montana.		Joan Kronebusch	?	?	?
1.1.2.5.9.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Joan Kronebusch	?	?	
1.1.2.5.9.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Joan Kronebusch	?	?	
1.1.2.5.10: Bozeman CVB to target tour operators to bring group tours and packaged vacations to Montana.		Cyndy Andrus			
1.1.2.5.10.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Cyndy Andrus			
1.1.2.5.11: Butte CVB to target tour operators to bring group tours and packaged vacations to Montana.		Sara Rowe	?	?	?
1.1.2.5.11.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.5.11.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.2.5.12: Flathead CVB to target tour operators to bring group tours and packaged vacations to Montana.		Diane Medler	?	?	?



Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.5.12.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.2.5.12.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Diane Medler	?	?	✓
1.1.2.5.13: Great Falls CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Sarah Converse	?	?	?
1.1.2.5.13.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.5.13.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.2.5.14: Helena CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Mike Mergenthaler	?	?	?
1.1.2.5.14.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.5.14.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.5.15: Miles City CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	John Laney	?	?	?
1.1.2.5.15.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	John Laney	?	?	
1.1.2.5.15.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	John Laney	?	?	
1.1.2.5.16: Missoula CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Barbara Ann Neilan	?	?	?
1.1.2.5.16.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.16.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.17: West Yellowstone CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Marysue Costello	?	?	?
1.1.2.5.17.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.5.17.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.2.5.18: Whitefish CVB to target tour operators to bring group tours and packaged vacations to Montana.	○	Jan Metzmaker	?	?	?
1.1.2.5.18.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.1.2.5.18.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.1.3.2.8: Big Sky CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Marne Hayes	?	?	?
1.1.3.2.8.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.3.2.9: Billings CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Joan Kronebusch	?	?	?
1.1.3.2.9.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.3.2.10: Bozeman CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Cyndy Andrus	○	→	L
1.1.3.2.10.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Cyndy Andrus	○	○	
1.1.3.2.11: Butte CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Sara Rowe	?	?	?
1.1.3.2.11.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.3.2.12: Flathead CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Diane Medler	?	?	?
1.1.3.2.12.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Diane Medler	?	?	✓
1.1.3.2.13: Great Falls CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Sarah Converse	?	?	?
1.1.3.2.13.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.3.2.14: Helena CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Mike Mergenthaler	?	?	?
1.1.3.2.14.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.3.2.15: Miles City CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	John Laney	?	?	?
1.1.3.2.15.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	John Laney	?	?	
1.1.3.2.16: Missoula CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Barbara Ann Neilan	?	?	?
1.1.3.2.16.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.3.2.17: West Yellowstone CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.	○	Marysue Costello	?	?	?
1.1.3.2.17.1: Encourage tourism and recreation partners to incorporate the Montana brand into	<i>Tactic</i>	Marysue Costello	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
marketing efforts.					
1.1.3.2.18: Whitefish CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Jan Metzmaker	?	?	?
1.1.3.2.18.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.1.3.2.18.2: WCVBhas incorporated elements of the brand into our travel planner,consumer show displays, website and all our collateral.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.1.3.3.8: Big Sky CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Marne Hayes	?	?	?
1.1.3.3.9: Billings CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Joan Kronebusch	?	?	?
1.1.3.3.10: Bozeman CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Cyndy Andrus	➡	➡	L
1.1.3.3.11: Butte CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Sara Rowe	?	?	?
1.1.3.3.12: Flathead CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Diane Medler	?	?	?
1.1.3.3.13: Great Falls CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Sarah Converse	?	?	?
1.1.3.3.14: Helena CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Mike Mergenthaler	?	?	?
1.1.3.3.15: Miles City CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		John Laney	?	?	?
1.1.3.3.16: Missoula CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Barbara Ann Neilan	?	?	?
1.1.3.3.17: West Yellowstone CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Marysue Costello	?	?	?
1.1.3.3.18: Whitefish CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Jan Metzmaker	?	?	?
1.1.4.3.8: Big Sky CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Marne Hayes	?	?	?
1.1.4.3.8.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.8.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.8.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.9: Billings CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Joan Kronebusch	?	?	?
1.1.4.3.9.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.4.3.9.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.1.4.3.9.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.1.4.3.10: Bozeman CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Cyndy Andrus		↑	L
1.1.4.3.10.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Cyndy Andrus			
1.1.4.3.10.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Cyndy Andrus			
1.1.4.3.10.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Cyndy Andrus			
1.1.4.3.11: Butte CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Sara Rowe	?	?	?
1.1.4.3.11.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.4.3.11.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Sara Rowe	?	?	
1.1.4.3.11.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Sara Rowe	?	?	✓
1.1.4.3.12: Flathead CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Diane Medler	?	?	?
1.1.4.3.12.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Diane Medler	?	?	✓
1.1.4.3.12.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.4.3.12.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Diane Medler	?	?	✗
1.1.4.3.13: Great Falls CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Sarah Converse	?	?	?
1.1.4.3.13.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.4.3.13.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.4.3.13.3: . MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Sarah Converse	?	?	
1.1.4.3.14: Helena CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Mike Mergenthaler	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.4.3.14.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.4.3.14.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.4.3.14.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.4.3.15: Miles City CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		John Laney	?	?	?
1.1.4.3.15.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	John Laney	?	?	
1.1.4.3.15.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	John Laney	?	?	
1.1.4.3.15.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	John Laney	?	?	
1.1.4.3.16: Missoula CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Barbara Ann Neilan	?	?	?
1.1.4.3.16.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.4.3.16.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.4.3.16.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.4.3.17: West Yellowstone CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Marysue Costello	?	?	?
1.1.4.3.17.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.4.3.17.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.4.3.17.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Marysue Costello	?	?	
1.1.4.3.18: Whitefish CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Jan Metzmaker	?	?	?
1.1.4.3.18.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.1.4.3.18.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.1.4.3.18.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.2.1.8: Big Sky CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Marne Hayes	?	?	?
1.2.1.8.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Marne Hayes	?	?	
1.2.1.8.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.1.9: Billings CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Joan Kronebusch	?	?	?
1.2.1.9.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.2.1.9.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.2.1.10: Bozeman CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Cyndy Andrus	★	↑	L
1.2.1.10.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Cyndy Andrus			
1.2.1.10.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Cyndy Andrus			
1.2.1.11: Butte CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Sara Rowe	?	?	?
1.2.1.11.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Sara Rowe	?	?	
1.2.1.11.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.1.12: Flathead CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Diane Medler	?	?	?
1.2.1.12.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Diane Medler	?	?	✓
1.2.1.12.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Diane Medler	?	?	✗
1.2.1.13: Great Falls CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Sarah Converse	?	?	?
1.2.1.13.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Sarah Converse	?	?	
1.2.1.13.2: Involve non-tourism groups in National Tourism Week activities, along with other events to	<i>Tactic</i>	Sarah Converse	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
build tourism awareness.					
1.2.1.14: Helena CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Mike Mergenthaler	?	?	?
1.2.1.14.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.1.14.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.1.15: Miles City CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		John Laney	?	?	?
1.2.1.15.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	John Laney	?	?	
1.2.1.15.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	John Laney	?	?	
1.2.1.16: Missoula CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Barbara Ann Neilan	?	?	?
1.2.1.16.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.1.16.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.1.17: West Yellowstone CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Marysue Costello	?	?	?
1.2.1.17.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Marysue Costello	?	?	
1.2.1.17.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Marysue Costello	?	?	
1.2.1.18: Whitefish CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Jan Metzmaker	?	?	?
1.2.1.18.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.2.1.18.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.2.2.8: Big Sky CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Marne Hayes	?	?	?
1.2.2.8.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.8.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.8.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.8.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Marne Hayes	?	?	
1.2.2.9: Billings CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Joan Kronebusch	?	?	?
1.2.2.9.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.2.2.9.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.2.2.9.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.2.2.9.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.2.2.10: Bozeman CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Cyndy Andrus			
1.2.2.10.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Cyndy Andrus			
1.2.2.10.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Cyndy Andrus			
1.2.2.10.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Cyndy Andrus			
1.2.2.10.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Cyndy Andrus			
1.2.2.11: Butte CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Sara Rowe	?	?	?
1.2.2.11.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.2.11.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.2.11.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Sara Rowe	?	?	
1.2.2.11.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Sara Rowe	?	?	✓
1.2.2.12: Flathead CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Diane Medler	?	?	?
1.2.2.12.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Diane Medler	?	?	✓
1.2.2.12.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Diane Medler	?	?	✓
1.2.2.12.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Diane Medler	?	?	✗
1.2.2.12.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Diane Medler	?	?	✗


















Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.2.2.13: Great Falls CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Sarah Converse	?	?	?
1.2.2.13.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Sarah Converse	?	?	
1.2.2.13.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Sarah Converse	?	?	
1.2.2.13.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Sarah Converse	?	?	
1.2.2.13.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Sarah Converse	?	?	
1.2.2.14: Helena CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Mike Mergenthaler	?	?	?
1.2.2.14.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.14.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.14.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.14.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.2.2.15: Miles City CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		John Laney	?	?	?
1.2.2.15.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	John Laney	?	?	
1.2.2.15.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	John Laney	?	?	
1.2.2.15.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	John Laney	?	?	
1.2.2.15.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	John Laney	?	?	
1.2.2.16: Missoula CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Barbara Ann Neilan	?	?	?
1.2.2.16.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.16.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.16.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.16.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.2.2.17: West Yellowstone CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Marysue Costello	?	?	?
1.2.2.17.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Marysue Costello	?	?	
1.2.2.17.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Marysue Costello	?	?	
1.2.2.17.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Marysue Costello	?	?	
1.2.2.17.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Marysue Costello	?	?	
1.2.2.18: Whitefish CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Jan Metzmaker	?	?	?
1.2.2.18.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.2.2.18.2: Conduct outreach at state, regional, and local meetings and events.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.2.2.18.3: Send e-mail communications to elected officials and MTRI agency directors.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.2.2.18.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.3.1.8: Big Sky CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Marne Hayes	?	?	?
1.3.1.8.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.1.8.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.1.8.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.1.9: Billings CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Joan Kronebusch	?	?	?
1.3.1.9.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.3.1.9.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.3.1.9.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.3.1.10: Bozeman CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Cyndy Andrus	●	→	L
1.3.1.10.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.3.1.10.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.3.1.10.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.3.1.11: Butte CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Sara Rowe	?	?	?
1.3.1.11.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.1.11.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.1.11.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.1.12: Flathead CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Diane Medler	?	?	?
1.3.1.12.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Diane Medler	?	?	✗



Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.12.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Diane Medler	?	?	✓
1.3.1.12.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Diane Medler	?	?	✗
1.3.1.13: Great Falls CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Sarah Converse	?	?	?
1.3.1.13.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Sarah Converse	?	?	
1.3.1.13.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Sarah Converse	?	?	
1.3.1.13.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Sarah Converse	?	?	
1.3.1.14: Helena CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Mike Mergenthaler	?	?	?
1.3.1.14.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.1.14.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.1.14.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.3.1.15: Miles City CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	John Laney	?	?	?
1.3.1.15.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	John Laney	?	?	
1.3.1.15.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	John Laney	?	?	
1.3.1.15.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	John Laney	?	?	
1.3.1.16: Missoula CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Barbara Ann Neilan	?	?	?
1.3.1.16.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.1.16.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.1.16.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.3.1.17: West Yellowstone CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Marysue Costello	?	?	?
1.3.1.17.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Marysue Costello	?	?	
1.3.1.17.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Marysue Costello	?	?	
1.3.1.17.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Marysue Costello	?	?	
1.3.1.18: Whitefish CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.	○	Jan Metzmaker	?	?	?
1.3.1.18.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.3.1.18.2: Distribute responsible use materials at all visitor centers annually.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.3.1.18.3: Include GPS coordinates on trail maps to assist visitors.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.3.2.8: Big Sky CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Marne Hayes	?	?	?
1.3.2.8.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.2.8.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Marne Hayes	?	?	
1.3.2.9: Billings CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Joan Kronebusch	?	?	?
1.3.2.9.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.3.2.9.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.3.2.10: Bozeman CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Cyndy Andrus	●	→	M
1.3.2.10.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.3.2.10.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.3.2.11: Butte CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Sara Rowe	?	?	?
1.3.2.11.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.2.11.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Sara Rowe	?	?	
1.3.2.12: Flathead CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Diane Medler	?	?	?
1.3.2.12.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Diane Medler	?	?	✓
1.3.2.12.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Diane Medler	?	?	✓
1.3.2.13: Great Falls CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.	○	Sarah Converse	?	?	?
1.3.2.13.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	<i>Tactic</i>	Sarah Converse	?	?	
1.3.2.13.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	<i>Tactic</i>	Sarah Converse	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.2.14: Helena CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Mike Mergenthaler	?	?	?
1.3.2.14.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Mike Mergenthaler	?	?	
1.3.2.14.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Mike Mergenthaler	?	?	
1.3.2.15: Miles City CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		John Laney	?	?	?
1.3.2.15.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	John Laney	?	?	
1.3.2.15.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	John Laney	?	?	
1.3.2.16: Missoula CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Barbara Ann Neilan	?	?	?
1.3.2.16.1: Identify capacity and maintenance challenges, and ensure that ourism marketing efforts are appropriately aligned.	Tactic	Barbara Ann Neilan	?	?	
1.3.2.16.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Barbara Ann Neilan	?	?	
1.3.2.17: West Yellowstone CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Marysue Costello	?	?	?
1.3.2.17.1: Identify capacity and maintenance challenges, and ensure that ourism marketing efforts are appropriately aligned.	Tactic	Marysue Costello	?	?	
1.3.2.17.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Marysue Costello	?	?	
1.3.2.18: Whitefish CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Jan Metzmaker	?	?	?
1.3.2.18.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Jan Metzmaker	?	?	
1.3.2.18.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Jan Metzmaker	?	?	
1.4.1.1.1: Big Sky CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Marne Hayes	?	?	?
1.4.1.1.1.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Marne Hayes	?	?	
1.4.1.1.1.2: Use creative venue ideas for recruitment of conventions.	Tactic	Marne Hayes	?	?	
1.4.1.1.2: Billings CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Joan Kronebusch	?	?	?
1.4.1.1.2.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Joan Kronebusch	?	?	✓
1.4.1.1.2.2: Use creative venue ideas for recruitment of conventions.	Tactic	Joan Kronebusch	?	?	✓
1.4.1.1.3: Bozeman CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Cyndy Andrus		→	L
1.4.1.1.3.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Cyndy Andrus			
1.4.1.1.3.2: Use creative venue ideas for recruitment of conventions.	Tactic	Cyndy Andrus			
1.4.1.1.4: Butte CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Sara Rowe	?	?	?
1.4.1.1.4.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Sara Rowe	?	?	
1.4.1.1.4.2: Use creative venue ideas for recruitment of conventions.	Tactic	Sara Rowe	?	?	✓
1.4.1.1.5: Flathead CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Diane Medler	?	?	?
1.4.1.1.5.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Diane Medler	?	?	✓
1.4.1.1.5.2: Use creative venue ideas for recruitment of conventions.	Tactic	Diane Medler	?	?	✓
1.4.1.1.6: Great Falls CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Sarah Converse	?	?	?
1.4.1.1.6.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Sarah Converse	?	?	
1.4.1.1.6.2: Use creative venue ideas for recruitment of conventions.	Tactic	Sarah Converse	?	?	
1.4.1.1.7: Helena CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Mike Mergenthaler	?	?	?
1.4.1.1.7.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Mike Mergenthaler	?	?	
1.4.1.1.7.2: Use creative venue ideas for recruitment of conventions.	Tactic	Mike Mergenthaler	?	?	
1.4.1.1.8: Miles City CVB use local historial/cultural/tribal attractions as venues for conferences, events, and educational seminars.		John Laney	?	?	?
1.4.1.1.8.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.4.1.1.8.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	John Laney	?	?	
1.4.1.1.9: Missoula CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Barbara Ann Neilan	?	?	?
1.4.1.1.9.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.4.1.1.9.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.4.1.1.10: West Yellowstone CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Marysue Costello	?	?	?
1.4.1.1.10.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Marysue Costello	?	?	
1.4.1.1.10.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Marysue Costello	?	?	
1.4.1.1.11: Whitefish CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Jan Metzmaker	?	?	?
1.4.1.1.11.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.4.1.1.11.2: Use creative venue ideas for recruitment of conventions.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.4.1.3: Enhance the online statewide calendar of arts/culture/historical/tribal events.		Corrie Hahn	?	?	?
1.5.1.1.7: Big Sky CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Marne Hayes	?	?	?
1.5.1.1.7.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.1.7.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.1.8: Billings CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Joan Kronebusch	?	?	?
1.5.1.1.8.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.5.1.1.8.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.5.1.1.9: Bozeman CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Cyndy Andrus	⊗	➔	L
1.5.1.1.9.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.5.1.1.9.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Cyndy Andrus	●	●	
1.5.1.1.10: Butte CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Sara Rowe	?	?	?
1.5.1.1.10.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.1.10.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.1.11: Flathead CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Diane Medler	?	?	?
1.5.1.1.11.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Diane Medler	?	?	
1.5.1.1.11.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Diane Medler	?	?	✓
1.5.1.1.12: Great Falls CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Sarah Converse	?	?	?
1.5.1.1.12.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.1.12.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.1.13: Helena CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Mike Mergenthaler	?	?	?
1.5.1.1.13.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.1.13.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.1.14: Miles City CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		John Laney	?	?	?
1.5.1.1.14.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	John Laney	?	?	
1.5.1.1.14.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	John Laney	?	?	
1.5.1.1.15: Missoula CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Barbara Ann Neilan	?	?	?
1.5.1.1.15.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.1.15.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.1.16: West Yellowstone CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Marysue Costello	?	?	?
1.5.1.1.16.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.1.16.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.1.17: Whitefish CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Jan Metzmaker	?	?	?
1.5.1.1.17.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.5.1.1.17.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.5.1.2.7: Big Sky CVB expand winter tourism products/activities to draw visitors (spas, arts/culture,		Marne Hayes	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
learning vacations, tribal activities).					
1.5.1.2.7.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.2.7.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.2.7.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.2.8: Billings CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Joan Kronebusch	?	?	?
1.5.1.2.8.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.5.1.2.8.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.5.1.2.8.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.5.1.2.9: Bozeman CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Cyndy Andrus		→	L
1.5.1.2.9.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Cyndy Andrus			
1.5.1.2.9.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Cyndy Andrus			
1.5.1.2.9.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Cyndy Andrus			
1.5.1.2.10: Butte CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Sara Rowe	?	?	?
1.5.1.2.10.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.2.10.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.2.10.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.2.11: Flathead CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Diane Medler	?	?	?
1.5.1.2.11.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Diane Medler	?	?	✓
1.5.1.2.11.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Diane Medler	?	?	✓
1.5.1.2.11.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Diane Medler	?	?	✗
1.5.1.2.12: Great Falls CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Sarah Converse	?	?	?
1.5.1.2.12.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.2.12.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.2.12.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.2.13: Helena CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Mike Mergenthaler	?	?	?
1.5.1.2.13.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.13.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.13.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.14: Miles City CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		John Laney	?	?	?
1.5.1.2.14.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.14.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.14.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.15: Missoula CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Barbara Ann Neilan	?	?	?
1.5.1.2.15.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.15.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.15.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.16: West Yellowstone CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Marysue Costello	?	?	?
1.5.1.2.16.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.2.16.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.2.16.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.2.17: Whitefish CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Jan Metzmaker	?	?	?
1.5.1.2.17.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.5.1.2.17.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.5.1.2.17.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Jan Metzmaker	?	?	✗



Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.3.8: Big Sky CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Marne Hayes	?	?	?
1.5.1.3.8.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.8.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.8.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.9: Billings CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Joan Kronebusch	?	?	?
1.5.1.3.9.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.5.1.3.9.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.5.1.3.9.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.5.1.3.10: Bozeman CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Cyndy Andrus		→	L
1.5.1.3.10.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Cyndy Andrus			
1.5.1.3.10.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Cyndy Andrus			
1.5.1.3.10.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Cyndy Andrus			
1.5.1.3.11: Butte CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Sara Rowe	?	?	?
1.5.1.3.11.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.3.11.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.3.11.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Sara Rowe	?	?	
1.5.1.3.12: Flathead CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Diane Medler	?	?	?
1.5.1.3.12.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Diane Medler	?	?	✓
1.5.1.3.12.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Diane Medler	?	?	✗
1.5.1.3.12.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Diane Medler	?	?	✗
1.5.1.3.13: Great Falls CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Sarah Converse	?	?	?
1.5.1.3.13.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.3.13.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.3.13.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Sarah Converse	?	?	
1.5.1.3.14: Helena CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Mike Mergenthaler	?	?	?
1.5.1.3.14.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.3.14.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.3.14.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.3.15: Miles City CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		John Laney	?	?	?
1.5.1.3.15.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	John Laney	?	?	
1.5.1.3.15.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	John Laney	?	?	
1.5.1.3.15.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	John Laney	?	?	
1.5.1.3.16: Missoula CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Barbara Ann Neilan	?	?	?
1.5.1.3.16.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.3.16.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.3.16.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.3.17: West Yellowstone CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Marysue Costello	?	?	?
1.5.1.3.17.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.3.17.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.3.17.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Marysue Costello	?	?	
1.5.1.3.18: Whitefish CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Jan Metzmaker	?	?	?
1.5.1.3.18.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.5.1.3.18.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.5.1.3.18.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Jan Metzmaker	?	?	✓



Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.6.1.1.2: Big Sky CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Marne Hayes	?	?	?
1.6.1.1.2.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Marne Hayes	?	?	
1.6.1.1.3: Billings CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Joan Kronebusch	?	?	?
1.6.1.1.3.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.6.1.1.4: Bozeman CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Cyndy Andrus		→	L
1.6.1.1.4.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Cyndy Andrus			
1.6.1.1.5: Butte CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Sara Rowe	?	?	?
1.6.1.1.5.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Sara Rowe	?	?	
1.6.1.1.6: Flathead CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Diane Medler	?	?	?
1.6.1.1.6.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Diane Medler	?	?	✗
1.6.1.1.7: Great Falls CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Sarah Converse	?	?	?
1.6.1.1.7.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Sarah Converse	?	?	
1.6.1.1.8: Helena CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Mike Mergenthaler	?	?	?
1.6.1.1.8.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.6.1.1.9: Miles City CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		John Laney	?	?	?
1.6.1.1.9.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	John Laney	?	?	
1.6.1.1.10: Missoula CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Barbara Ann Neilan	?	?	?
1.6.1.1.10.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.6.1.1.11: West Yellowstone CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Marysue Costello	?	?	?
1.6.1.1.11.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Marysue Costello	?	?	
1.6.1.1.12: Whitefish CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Jan Metzmaker	?	?	?
1.6.1.1.12.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	<i>Tactic</i>	Jan Metzmaker	?	?	✓
1.7.1.1: Big Sky CVB increase air service capacity to and from Montana cities.		Marne Hayes	?	?	?
1.7.1.1.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.1.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.1.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Marne Hayes	?	?	
1.7.1.2: Billings CVB increase air service capacity to and from Montana cities.		Joan Kronebusch	?	?	?
1.7.1.2.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.7.1.2.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.7.1.2.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.7.1.3: Bozeman CVB increase air service capacity to and from Montana cities.		Cyndy Andrus	★	↑	L
1.7.1.3.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Cyndy Andrus			
1.7.1.3.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Cyndy Andrus			
1.7.1.3.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Cyndy Andrus			✗
1.7.1.4: Butte CVB increase air service capacity to and from Montana cities.		Sara Rowe	?	?	?
1.7.1.4.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with	<i>Tactic</i>	Sara Rowe	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
airlines about frequency, flight schedules, and year-round service.					
1.7.1.4.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Sara Rowe		?	
1.7.1.4.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Sara Rowe	?	?	
1.7.1.5: Flathead CVB increase air service capacity to and from Montana cities.		Diane Medler	?	?	?
1.7.1.5.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Diane Medler	?	?	✓
1.7.1.5.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Diane Medler	?	?	✓
1.7.1.5.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Diane Medler	?	?	✗
1.7.1.6: Great Falls CVB increase air service capacity to and from Montana cities.		Sarah Converse	?	?	?
1.7.1.6.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Sarah Converse	?	?	
1.7.1.6.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Sarah Converse	?	?	
1.7.1.6.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Sarah Converse	?	?	
1.7.1.7: Helena CVB increase air service capacity to and from Montana cities.		Mike Mergenthaler	?	?	?
1.7.1.7.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.7.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.7.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.7.1.8: Miles City CVB increase air service capacity to and from Montana cities.		John Laney	?	?	?
1.7.1.8.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	John Laney	?	?	
1.7.1.8.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	John Laney	?	?	
1.7.1.8.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	John Laney	?	?	
1.7.1.9: Missoula CVB increase air service capacity to and from Montana cities.		Barbara Ann Neilan	?	?	?
1.7.1.9.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.7.1.9.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.7.1.9.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.7.1.10: West Yellowstone CVB increase air service capacity to and from Montana cities.		Marysue Costello	?	?	?
1.7.1.10.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Marysue Costello	?	?	
1.7.1.10.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Marysue Costello	?	?	
1.7.1.10.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Marysue Costello	?	?	
1.7.1.11: Whitefish CVB increase air service capacity to and from Montana cities.		Jan Metzmaker	?	?	?
1.7.1.11.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.7.1.11.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.7.1.11.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	<i>Tactic</i>	Jan Metzmaker	?	?	✗
1.9.2.8: Big Sky CVB foster opportunities to pool public and private marketing dollars.		Marne Hayes	?	?	?
1.9.2.8.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.2.8.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.2.9: Billings CVB foster opportunities to pool public and private marketing dollars.		Joan Kronebusch	?	?	?
1.9.2.9.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.9.2.9.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.9.2.10: Bozeman CVB foster opportunities to pool public and private marketing dollars.		Cyndy Andrus		→	M
1.9.2.10.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Cyndy Andrus			
1.9.2.10.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Cyndy Andrus			
1.9.2.11: Butte CVB foster opportunities to pool public and private marketing dollars.		Sara Rowe	?	?	?
1.9.2.11.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.2.11.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.2.12: Flathead CVB foster opportunities to pool public and private marketing dollars.		Diane Medler	?	?	?
1.9.2.12.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Diane Medler	?	?	✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.2.12.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Diane Medler	?	?	✓
1.9.2.13: Great Falls CVB foster opportunities to pool public and private marketing dollars.		Sarah Converse	?	?	?
1.9.2.13.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Sarah Converse	?	?	
1.9.2.13.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Sarah Converse	?	?	
1.9.2.14: Helena CVB foster opportunities to pool public and private marketing dollars.		Mike Mergenthaler	?	?	?
1.9.2.14.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.2.14.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.2.15: Miles City CVB foster opportunities to pool public and private marketing dollars.		John Laney	?	?	?
1.9.2.15.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	John Laney	?	?	
1.9.2.15.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	John Laney	?	?	
1.9.2.16: Missoula CVB foster opportunities to pool public and private marketing dollars.		Barbara Ann Neilan	?	?	?
1.9.2.16.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.2.16.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.2.17: West Yellowstone CVB foster opportunities to pool public and private marketing dollars.		Marysue Costello	?	?	?
1.9.2.17.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Marysue Costello	?	?	
1.9.2.17.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Marysue Costello	?	?	
1.9.2.18: Whitefish CVB foster opportunities to pool public and private marketing dollars.		Jan Metzmaker	?	?	?
1.9.2.18.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.2.18.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.3.7: Big Sky CVB enhance funding for CVB marketing efforts.		Marne Hayes	?	?	?
1.9.3.7.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.3.7.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.3.7.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Marne Hayes	?	?	
1.9.3.8: Billings CVB enhance funding for CVB marketing efforts.		Joan Kronebusch	?	?	?
1.9.3.8.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.9.3.8.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Joan Kronebusch	?	?	✗
1.9.3.8.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.9.3.9: Bozeman CVB enhance funding for CVB marketing efforts.		Cyndy Andrus			H
1.9.3.9.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Cyndy Andrus			
1.9.3.9.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Cyndy Andrus			
1.9.3.9.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Cyndy Andrus			
1.9.3.10: Butte CVB enhance funding for CVB marketing efforts.		Sara Rowe	?	?	?
1.9.3.10.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.3.10.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Sara Rowe	?	?	
1.9.3.10.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Sara Rowe		?	
1.9.3.11: Flathead CVB enhance funding for CVB marketing efforts.		Diane Medler	?	?	?
1.9.3.11.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Diane Medler	?	?	✓
1.9.3.11.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Diane Medler	?	?	✓
1.9.3.11.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Diane Medler	?	?	✓
1.9.3.12: Great Falls CVB enhance funding for CVB marketing efforts.		Sarah Converse	?	?	?
1.9.3.12.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Sarah Converse	?	?	
1.9.3.12.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Sarah Converse	?	?	
1.9.3.12.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Sarah Converse	?	?	
1.9.3.13: Helena CVB enhance funding for CVB marketing efforts.		Mike Mergenthaler	?	?	?
1.9.3.13.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.13.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.13.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to	<i>Tactic</i>	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
enhance operations and marketing budgets.					
1.9.3.14: Miles City CVB enhance funding for CVB marketing efforts.		John Laney	?	?	?
1.9.3.14.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	John Laney	?	?	
1.9.3.14.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	John Laney	?	?	
1.9.3.14.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	John Laney	?	?	
1.9.3.15: Missoula CVB enhance funding for CVB marketing efforts.		Barbara Ann Neilan	?	?	?
1.9.3.15.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.15.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.15.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.16: West Yellowstone CVB enhance funding for CVB marketing efforts.		Marysue Costello	?	?	?
1.9.3.16.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Marysue Costello	?	?	
1.9.3.16.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Marysue Costello	?	?	
1.9.3.16.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Marysue Costello	?	?	
1.9.3.17: Whitefish CVB enhance funding for CVB marketing efforts.		Jan Metzmaker	?	?	?
1.9.3.17.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.3.17.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.9.3.17.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Jan Metzmaker	?	?	
1.10.2.7: Big Sky CVB create public/private/tribal partnerships for cooperative project implementation.		Marne Hayes	?	?	?
1.10.2.7.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marne Hayes	?	?	
1.10.2.8: Billings CVB create public/private/tribal partnerships for cooperative project implementation.		Joan Kronebusch	?	?	?
1.10.2.8.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Joan Kronebusch	?	?	✓
1.10.2.9: Bozeman CVB create public/private/tribal partnerships for cooperative project implementation.		Cyndy Andrus		→	L
1.10.2.9.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Cyndy Andrus			
1.10.2.10: Butte CVB create public/private/tribal partnerships for cooperative project implementation.		Sara Rowe	?	?	?
1.10.2.10.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Sara Rowe	?	?	
1.10.2.11: Flathead CVB create public/private/tribal partnerships for cooperative project implementation.		Diane Medler	?	?	?
1.10.2.11.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Diane Medler	?	?	✓
1.10.2.12: Great Falls CVB create public/private/tribal partnerships for cooperative project implementation.		Sarah Converse	?	?	?
1.10.2.12.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Sarah Converse	?	?	
1.10.2.13: Helena CVB create public/private/tribal partnerships for cooperative project implementation.		Mike Mergenthaler	?	?	?
1.10.2.13.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.10.2.14: Miles City CVB create public/private/tribal partnerships for cooperative project implementation.		John Laney	?	?	?
1.10.2.14.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	John Laney	?	?	
1.10.2.15: Missoula CVB create public/private/tribal partnerships for cooperative project implementation.		Barbara Ann Neilan	?	?	?
1.10.2.15.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.10.2.16: West Yellowstone CVB create public/private/tribal partnerships for cooperative project implementation.		Marysue Costello	?	?	?
1.10.2.16.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marysue Costello	?	?	
1.10.2.17: Whitefish CVB create public/private/tribal partnerships for cooperative project implementation.		Jan Metzmaker	?	?	?
1.10.2.17.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Jan Metzmaker	?	?	